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ABSTRACT

This book teaches the skills and art of good coaching and how to realize its value in unlocking people's potential to maximize their own performance. Chapters 1-3 define coaching and its business application, discuss the manager as coach and the manager's role, and examine the context of change. Chapter 4 considers the two key elements of coaching--awareness and responsibility--and lists qualities of a coach. Chapter 5 introduces the heart of coaching, questioning, and examines how to construct the most effective questions. The focus of chapter 6 is determining what to ask questions about and in what sequence to ask them. Chapters 7-8 review aspects of goal setting important for the coaching process and discuss how to clarify the reality so that the goals can be brought into sharper focus or even altered. Chapter 9 focuses on the option stage when as many alternative courses of action as possible are created. Chapter 10 addresses the final phase of the coaching sequence: to convert a discussion into a decision. It looks at the value, objective, and best way to ask a set of questions. Chapter 11 defines performance. Chapter 12 focuses on stages of learning and the relationship between learning and enjoyment. Chapters 13-18 cover motivation, using coaching for feedback and assessment, team development, applications of team coaching, overcoming barriers to coaching, and the multiple benefits of coaching. Chapter 19 provides a summary of the coaching concept. (YLB)

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